

January 23, 2004

## **Workforce Planning Principles, Assumptions, and Guidelines for FY2005-FY2009**

### **Annual Objectives**

-BLM is committed to conducting annual workforce planning that makes a 5-year projection.

-This year the BLM is committed that the annual updates of the workforce plan will:

- Extend the planning forecast to include an additional year.
- Review and update the workforce planning guidelines to align the planning with new or emerging national issues and directions.
- Continue to improve the accuracy of the projections by addressing data needs and standards.
- Continue to improve the integration of workforce planning with the budget planning system.
- Ensure that workforce planning effectively serves both national and local needs.
- Continue to improve workforce plans as a dynamic manager's tool that assists in both strategic and tactical decision-making.
- Evaluate the plan effectiveness and streamline.

### **Mission Direction**

The organization will develop and maintain a workforce able to accomplish the BLM mission.

Workforce planning will be consistent with strategic thematic projections, which shows principle increases in work within the following initiative areas (See 2005/6 Themes for more complete information highlighting areas within the initiative areas.) These emphasis areas should assist in setting priorities for assigning workforce resources:

- National Energy Plan Non-Renewable Energy/Renewable Energy
- Healthy Forests
- Resource Protection/Public Land Restoration
- Recreation and Visitor Service Enhancements
- Law Enforcement and Security
- Land Use Planning and Resource Monitoring
- President's Management Agenda

### **Organizational Structure**

-BLM will not engage in full scale organizational restructuring, but will reshape the organization to incorporate better business practices that provide more effective and efficient services and products.

-The workforce will be structured so that its focus will be on providing frontline service delivery to citizens.

-Increase efficiencies by using shared skills, facilities and resources through partnering (both internally and externally) and co-location with Forest Service and other Natural Resource agencies.

### **Process Alignment**

-Workforce planning will be linked to other strategic planning efforts related to budget, resource planning, performance management, resource management, business, fiscal, business architecture, and human resource management.

-Where practical, improvements to business processes will be made before committing resources to accomplish work.

### **Skills Replenishment**

-Succession planning for key leadership positions will be accomplished using a national plan. The identified key leadership positions are: Deputy Director, Assistant Directors, Office and Center Directors, State Directors, Associate State Directors, Deputy State Directors, and Field/District Managers.

-BLM endorses OPM's 27 leadership competencies as integral to mission success for all employees.

-Recruitment efforts for entry-level professional positions and SCEP's will be coordinated with the Assistant Director, Human Resources Management (AD-700).

-Strive to achieve a balanced workforce composed of permanent employees and supplemental workers to assist in ensuring skills are available to meet changing work requirements.

-The BLM will utilize the opportunities for skills replenishment to reduce the existing level of under-representation of women and minorities.

### **Training and Development**

-Leadership, supervisory, and managerial skills will be developed at all levels of the organization.

-Continuous improvement in technology will require workers to acquire and apply new skills.

### **Management**

-The Bureau will annually update its workforce plans.

-The BLM will strategically manage human capital assets of worker skills and knowledge to accomplish work requirements.

-The needs of the employee will be incorporated into business decisions.

-Workforce planning is effective and sustainable when line management and human resource professionals work in partnership and engage all stakeholders and customers.

### **Budget and Resource Projections**

-Workforce planning will be completed consistent with flat budget funding projections (Link to projections). Annual increases in the costs of doing business will generally offset budget increases.

-The budget direction continues to have more of BLM funding targeting specific initiatives, which is reducing discretionary funds.

-All work should be prioritized in support of budget direction, law, and regulations.

-The work projections for workforce planning should be as realistic and factual as possible to reflect what work is expected to be accomplished based on available resources and direction.

-Small Budget increases are projected for specific program areas or for specific purposes related to administrative priorities. The funding increases in these areas generally will not support significant workforce increases and should be considered as target areas for skill reassignment. Program areas expected to receive emphasis include:

- National Energy Plan Renewable/Non-Renewable Energy
- Alaska Conveyance
- Healthy Forests Initiative/Forestry Management
- Invasive species (weeds)
- Forest Management.
- Hazardous Fuels Reduction

### **Contracting**

-The BLM is expected to increase the skills needed to accomplish its mission from other Federal Agencies, State and Local Governments, non-profit organizations and private sector contractors.

-Use the "Guide to Agreements" (<http://web.blm.gov/natacq>) to help to obtain the right skills from these sources at the right time.

## **Competitive Sourcing**

-Workforce planning is the initial step toward gaining effectiveness in how work is accomplished and the efficiencies of who is performing the work. The information within the workforce plans will be used in selecting commercial activities to study through competitive sourcing.